COMMANDERS DIGEST

DEPARTMENT OF DEFENSE • WASHINGTON, D.C.

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CIRCULATION COPY

DoD 'Total Force' Relies Heavily On Guard, Reserve

A new national strategy for the National Guard and Reserve has been introduced in Defense planning for the decade of the 1970s to increase the intensity and interest in their readiness and ability to perform.

This new strategy was launched last Aug. 21 when Secretary of Defense Melvin R. Laird directed the Military Departments to apply a "Total Force" concept to all aspects of planning, programming, manning, equipping and employing National Guard and Reserve forces.

In accordance with instructions, the Secretary of Defense made a full report to the White House and the Congress in a 340-page document Feb. 24 this year regarding the status of the National Guard and Reserve as it stands today.

National Strategy

The reasoning behind the changed national strategy was explained by Secretary Laird in his letter of transmittal. In it he said: "As we reduce the size of the active Armed Forces and as we attempt to reduce costs of defense programs without decreasing the adequacy of our total military capability, we are placing increasing reliance and dependence on the National Guard and Reserve as a combat-ready part of the Total Force structure."

Months ago the Defense Department began, and is continuing, to refine and update policies and directives which govern assignment, training, screening and mobilization of the Ready Reserve. The same is true of the quality and quantity of equipment required to maintain credible combat readiness in the Selected Reserve and the identification and control of funds to support the National Guard and Reserve programs.

Army Chief of Staff, General William C. Westmoreland, assists Mrs. Frederic E. Davison in pinning the second star on her newly-promoted husband. Major General Davison, the highest-ranking black officer in the Department of Defense, is Chief of Enlisted Personnel Directorate for the Department of the Army. The ceremony took place in the Pentagon April 1. (U.S. Army Photo by Fred C. Hinshaw)

In the interest of effective management, these policies and directives are being simplified and consolidated where possible to make them more useful and understandable and to insure uniform interpretation by officials in the Military Departments.

Special Emphasis

As explained by the Secretary of Defense, special emphasis is being placed on measures which will insure adequate manning for the Selected Reserve as draft pressures decrease.

Consideration is being given to "motivators," he said, which will attract participants into the National Guard and Reserve. In addition, avenues are being examined to eliminate "demotivators" in order to make military service more com-

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patible with civilian, social and life styles without sacrifice of military effectiveness.

Secretary Laird examined at some length the issues and problems facing the National Guard and Reserve forces in the areas of personnel recruiting and retention.

Waiting Lists

He said the long waiting lists of non-prior Service personnel desiring membership in National Guard and Reserve units have minimized the requirement for local commanders to engage in active and aggressive recruiting programs except for people with special qualifications such as pilots or prior Service personnel with special technical skills.

Regarding prior Service personnel with special technical skills, the Secretary said the lack of significant incentives for participation in National Guard and Reserve programs has hampered efforts to attract the needed, highly-qualified people.

As Active forces are reduced in size and greater numbers of prior Service personnel become a part of the target audience for recruiting, he continued, there is a possibility that the efforts to attract these people will be more successful.

He cautioned, however, that it appears that new and effective incentives such as reenlistment bonus payments will be essential to insure the continued manning of National Guard and Reserve units at adequate levels both in total manpower and in personnel readiness.

At the same time Secretary Laird said, decreasing pressures because of lower draft calls will almost certainly force upon commanders a renewal of their responsibility to seek out and convince prospective non-prior Service members of the value of membership.

Greater Efforts

He said he believes it will be necessary to make greater efforts among the minority groups and among the less highly educated but possibly more highly motivated blue collar civilian element which formed the backbone of the National Guard and Reserve forces prior to World War II and even during the mid-1950s when draft calls were low.

The fact is that the Defense Department is concerned about providing better incentives for National Guard and Reserve participation and enhancing the effectiveness of recruiting programs. It is aware that what an individual does while he is in a unit has a major impact on whether he will remain with the unit after the expiration of his first enlistment.

Consequently, the Defense Department is examining all aspects of training programs including the policies governing their operation to eliminate "make work" aspects and classroom instruction to the maximum extent and make the programs productive and interesting.

The advent of more modern equipment in greater quantities as a result of new OSD policies and intensified Service interest, the Defense Department believes, will provide the necessary tools for improving the conduct of training.

In addition, the reorientation of certain portions of the Reserve program, particularly in the Naval Reserve, from augmentation training to mission oriented hardware units will help make participation in the National Guard and Reserve a more inviting prospect for young men and women.

More Equipment

Turning to "hardware," the Defense Department report says that although equipment flow into the National Guard and Reserve is improving (almost doubled in Fiscal Year 1970 and programmed for further increase in Fiscal Year 1971) there are still major shortages, particularly in the Army National Guard and Army Reserve.

The Defense Department states there are large amounts of repairable equipment available from the Active force, but funds to accomplish the upgrade of this equipment to combat-serviceable status are difficult to obtain because of other priority requirements and the effort to reduce over-all defense costs.

Even the addition of more fall-out and new equipment in Fiscal Year 1971, it says, will not bring total equipment on hand in units up to training requirements, and much further progress will be necessary to achieve mobilization readiness objectives.

A related problem is the provision of personnel, facilities and spare parts to insure the continuing maintenance of the equipment now flowing into the National Guard and Reserve in combat-serviceable status.

This, the Department says, is a problem both in funding and full-time technician authorizations. It also poses additional problems in the area of storage and maintenance facilities which may have to be overcome, at least temporarily, by applying field expedience instead of adhering to established standards.

Lack of Equipment

Regarding combat-serviceable equipment, the report states: "We recognize that one of the principal limitations on the achievement of combat-readiness in some of the National Guard and Reserve components is the lack of equipment in adequate amounts and of proper types for the accomplishments of both training requirements and mobilization requirements as required by Public Law 90-168.

"We are in the process of revising our directive on this topic to insure compliance with the letter and the intent of the law governing support of the National Guard and Reserve for their statutory mission."

Nevertheless, significant gains in combat-readiness were made in the area of equipment. In the Army, for example, $300 million of equipment assets were made available to the Army National Guard and Army Reserve in Fiscal Year 1970 as compared with $150 million in Fiscal Year 1969.

In the Air Force, the Air National Guard converted nine units to more modern aircraft and accomplished four additional unit aircraft conversions to make mission changes under revised force structure requirements. The Air Force Reserve converted four C-119 units to C-130 aircraft in a tactical airlift role, and in addition, created five more C-141

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COMMANDERS DIGEST

THIS PUBLICATION CONTAINS OFFICIAL INFORMATION, NEWS AND POLICY, DIRECT FROM WASHINGTON AUTHORIZED SOURCES.

Editor John R. Gorman

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New Philosophy Is Working In Defense Department

Illustrations of how a new philosophy of measured, meaningful participatory management has been established and is working within the Department of Defense were presented in a statement March 18 by Deputy Secretary of Defense David Packard to the House Subcommittee on Defense Appropriations.

Many Defense operations, he told committee members, have been decentralized, except in inappropriate areas where a more centralized control has been retained. He added that responsibility and authority are delegated to levels where they belong in each specific case.

Mr. Packard's statement was tied to the Defense Department's Budget for Fiscal Year 1972 as well as the planning and implementation of the "Strategy of Realistic Deterrence"—called "the keystone of Defense posture for the decade of the '70s."

Included in the statement was a chapter on organization and management within the Defense Department which outlined actions taken and the initiation of new proposals in management philosophy as practiced by Secretary of Defense Melvin R. Laird and Mr. Packard.

Said Deputy Secretary Packard: "We have adopted, as Secretary Laird and I said a year ago, a concept of management that is based on participatory decision-making, defined decentralization and delegation of authority under specific guidance.

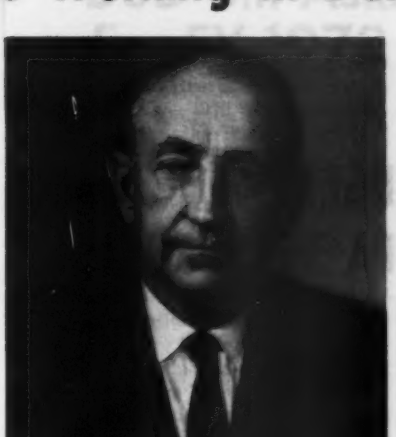
Aim to Improve

"Our aim is to improve both the decision-making process and also other management activities by placing more emphasis on people and less on elaborate procedures."

He said a key facet in the Defense management concept is emphasis on individual responsibility and action.

"We know that one way to improve management," he said, "is to improve performance—of the people in the Department. We have taken a number of steps in this direction.

"The statement on Human Goals highlighted our concern for the people of the Department. Each of the Services



Deputy Secretary Packard

is doing a number of things designed to make a military career more attractive for young people and to move toward an All-Volunteer Force in the future," he said.

Mr. Packard recalled that the Defense Department had recently announced the establishment of an education program in Race Relations for all members of the Armed Forces. (See Commanders Digest, dated March 27, 1971.)

Turning to the revisions made in the Planning-Programming-Budgeting System (PPBS), Mr. Packard said he thought it important to note that for the first time in over 10 years the Fiscal Year 1972 Defense Program submitted to the Congress was one developed under Secretary of Defense guidelines which encouraged a new degree of initiative on the part of the Military Departments and the Joint Chiefs of Staff.

Requests Change

Another management change requested by Deputy Secretary Packard dealt with ceilings on civilians. He put it this way: "At my request, the Office of Management and Budget has approved the elimination of ceilings on civilian employment during Fiscal Year 1972 within the Defense Department for a one-year period.

"The Military Departments and the Defense Agencies," he continued, "are submitting proposals to me for operating their own manpower programs without using ceilings during Fiscal Year 1972.

"In general," he said, "the approach we have taken to improve over-all departmental efficiency through management changes has resulted in some noticeable improvements."

Here are some of the general areas referred to by Mr. Packard:

—As a result of decentralization and management improvements, it has been possible to make significant reductions in headquarters staffs.

—The Blue Ribbon Defense Panel Report made it clear that we had to reduce and simplify DoD Directives, Instructions, and policy memorandums. I agree completely and in October, 1970, I directed that a review be made of all directives. We found that of the 1,227 directives reviewed, 35 per cent could be canceled outright or through consolidation and 29 per cent could be simplified through modification.

—In Operations and Maintenance, the number of civilian personnel has been reduced by 39,000 in Fiscal Year 1971 and will be reduced by a further 23,000 in Fiscal Year 1972.

—Defense supply system inventories reached a peak of $47.3 billion by June 1969. By June 1970 there was actually a decrease of about $50 million in our inventory despite the continuation of the conflict and our extensive supply support of U.S. and allied forces.

Historical Mark

Mr. Packard said it is anticipated that, for the first time in our history, the U.S. will have supported and concluded a major military operation without generating huge residues of excess property.

Commenting on the Defense Department's command structure, Mr. Packard stressed:

"We agree with the report of the Blue Ribbon Panel that significant revisions are required in the Unified Command Plan. Over the past year, we have

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And, Praises VA Group

VICE PRESIDENT URGES NATION TO 'APPRECIATE' SEA VETERANS

Spiro T. Agnew
Vice President of the United States

Speaking before the 25th anniversary meeting of the Veterans Administration Volunteer Service in Washington, D.C., April 1, Vice President Spiro T. Agnew emphasized:

At a time when it seems fashionable to knock the military and to disparage the position of the United States in Vietnam, I count it a special privilege to meet with a group of people who are giving so much of their time to assisting our war veterans.

Your unstinting service as volunteers at our 165 veterans hospitals—which I am informed amounts to some 9 million donated hours a year—deserves the gratitude of the entire Nation, as well as the men you honor with your service.

President's Congratulations

I bring you the President's personal best wishes and congratulations on this 25th anniversary of the Veterans Administration Volunteer Service. Your growth from five member organizations in 1946 to 28 today—with 110,000 hospital volunteers—has been a great benefit to our veterans and to the country.

Much of the strength of America, and much of the best in America, is reflected by the work of its various volunteer organizations. While others may complain and fret and wait for someone else to solve a problem, you volunteers go out and get the job done—cheerfully. It doesn't land you in the news—like protesting or burning your draft card or desecrating the flag—but you have the greater reward of knowing that you have been of service to your fellow man.

Dedicated People

I find it interesting that your membership encompasses several generations, ranging from young people in their early teens to men and women in their 80s—all equally dedicated in their assistance to our ill and disabled war veterans.

I was impressed with the record of Mrs. Elise McCarty who has completed over 15,000 hours of service to hospitalized veterans in Iowa. She drove the 25 miles between her home in Oskaloosa and the VA's hospital at Knoxville, Iowa, at least 2,000 times in compiling that record. This would be remarkable for anyone. It is almost incredible when you consider that Mrs. McCarty is 85 years old.

And there are many other impressive examples of service from people of all ages, both men and women, in the VA files.

Your service, of course, is to the veterans of all our wars. And all are deserving of our gratitude.

But I believe an extra measure of understanding and appreciation is due the veterans of the Vietnam war.

None of their predecessors have had to fight the lonely fight of the Vietnam veterans. At least they have been made to feel lonely—and unappreciated.

They have been told almost daily—if they read or listen to the news from home—that they are fighting in a "worthless" and "immoral" cause, and that we ought to abandon the South Vietnamese to their enemy.

This encouragement has come to them—not from Hanoi Hannah, but from some of the leading members of the United States Senate, prestigious columnists and news commentators, academic figures, some church organizations as well as assorted radicals, draft card burners and street demonstrators.

Served Their Country

Never mind that, the President of the United States, the soldiers' families and close friends, most of the Congress of the United States and the great majority of other Americans **do not** share the masochistic, guilt-ridden view that they are being exploited in Southeast Asia; but feel that they have served their country honorably and well. Unfortunately, this message doesn't get through as loud and clear as does the negative one.

So the Vietnam veterans have a handicap that most of their predecessors never faced. They have fought in the first war, at least in our lifetime, that has not had the support of virtually all of the American people.

To make matters worse, the Vietnam veterans return to civilian life with the unpopularity of the war sometimes transferred to them individually. And they find hostility or indifference where there should be gratitude.

Incredibly, they may even find themselves stereotyped—and falsely stereo-

typed let me emphasize—as drug addicts and cold-blooded criminals because of the negative propaganda mounted by critics of this war. Events involving a relative few have damned many. A Harvard psychiatrist suggested to a Senate subcommittee that Vietnam veterans ought, in effect, to be penned up for three or four weeks for what he called "psycho-social detoxification" before being released into the general public. Such treatment, in my judgment, is more appropriate for some elements of our civilian population.

Finally, the Vietnam veterans face an additional burden of an anti-military attitude that is being encouraged every day in this country.

Admiral Thomas H. Moorer, Jr., the chairman of the Joint Chiefs of Staff, spoke of this attitude and its effect on trying to recruit a volunteer military force during an interview published in U.S. NEWS & WORLD REPORT this week.

"Today," said Admiral Moorer, "we have an attitude in this country against military services in general which I think is very unfortunate. The American people can't have it both ways. They can't on one hand insist on an adequate defense against this build-up of capabilities on the part of potential enemies and on the other hand demean and degrade those in uniform."

Being Discouraged

Admiral Moorer noted cases of young men being discouraged from attending the service academies and the scrapping of ROTC in some of the leading colleges. And he went on to say:

"Right now is a difficult time for the volunteer because a youngster wants to feel that when he joins an organization it's respected and that his mother and father and his friends don't say, 'Well, what in the hell are you doing that for?' They ought to tell him, 'Son, we're proud of you for what you're doing for your country.'"

So all of these things militate against the Vietnam veterans more than they have their predecessors.

Let me remind you that 7.5 million young men have served in our armed forces during the Vietnam War period—since 1964—2.4 million of them in the war zone itself.

The readjustment to civilian life after military service—including finding a job or resuming formal schooling—is difficult enough without having to confront an indifference or hostility in the general public.

No such feeling exists in this audience. Your record of volunteer service to hospitalized veterans automatically assures that. But it apparently is something of a problem in the country at large, according to articles on that subject published just this last week in at least two national news magazines.

It is incumbent upon all of us to go out of our way to assure our Vietnam veterans that we do welcome them home and do appreciate their service to this country; and that we will help them find jobs and get resettled. Even those who may have disagreed with United States policy in Southeast Asia owe that much to young men who answered their country's call to service. For they have carried a greater burden, piled on them by homefront snipers, than any American serviceman who ever went to war.

A grateful and understanding Nation should see that they are recognized as the Very Special veterans that they are.

DoD Bill Asks $2.2 Billion For FY 1972 Construction

A military construction authorization bill for Fiscal Year 1972 totaling $2,259,444,000 for new authorization in support of the military services, Reserve components and Defense agencies, was sent to the Congress by the Defense Department March 30.

In this total is $129,902,000 for construction in support of pollution control—$68,011,000 and $61,891,000 were for air and water pollution abatements, respectively.

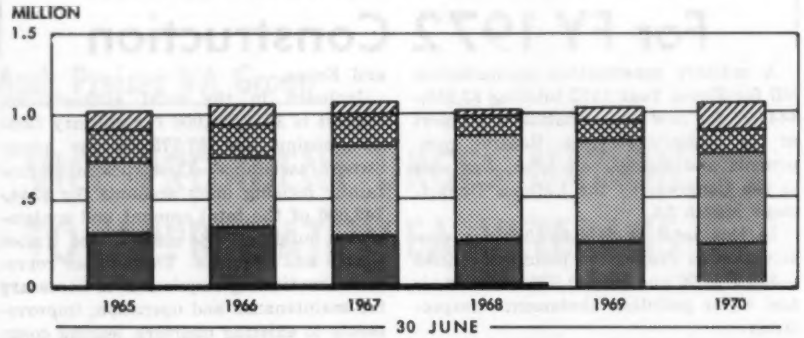
Projects for which authorization has been requested are located at 236 named military installations in the United States, and at overseas bases in the Caribbean, Europe, Pacific Islands, Japan and Korea.

Included in the total authorization request is $919,220,000 for military family housing and $7,575,000 for homeowners assistance. Construction of new family housing units accounts for $244,147,000 of the total amount and contemplates building 9,684 units in the United States and overseas. The balance represents continuing requirements necessary for maintenance and operation, improvements to existing quarters, leasing costs, and payments of principal and interest on mortgage obligations.

The following are details concerning the major elements in dollars for the authorization requested:

	United States Locations	Overseas Locations	Not Specified	Total
Army	$ 476,252,000	$ 51,636,000	$ —	$ 527,888,000
Pollution Abatement	68,303,000	—	—	68,303,000
	544,555,000	51,636,000	—	596,191,000
Navy	268,092,000	48,063,000	—	316,155,000
Pollution Abatement	28,357,000	7,9,00,000	—	36,257,000
Air Force	235,500,000	17,995,000	—	253,495,000
Pollution Abatement	23,040,000	985,000	—	24,025,000
	258,540,000	18,980,000	—	277,520,000
Defense Agencies	9,883,000	—	15,000,000	24,883,000
Pollution Abatement	1,317,000	—	—	1,317,000
	11,200,000	—	15,000,000	26,200,000
Subtotal Active Forces	989,727,000	117,694,000	15,000,000	1,122,421,000
Subtotal Pollution Abatement	121,017,000	8,885,000	—	129,902,000
Subtotal—Active Forces Incl. Pollution Abatement	1,110,744,000	126,579,000	15,000,000	1,252,323,000
Military Family Housing	—	—	—	919,220,000
Homeowners Assistance	—	—	—	7,575,000
Reserve Components	80,326,000	—	—	80,326,000
TOTAL	$1,191,070,000	$126,579,000	$15,000,000	$2,259,444,000

RESERVES ACTUALLY IN PAID TRAINING BY TRAINED STATUS
JUNE 30, 1965 - JUNE 30, 1970



NEED FOR RESERVES

(Continued From Page Two)

associate units by activations and conversions.

In the Navy, the replacement of a number of outmoded ships by more modern destroyers and minesweepers has materially updated the mobilization and training capability of the Navy's Surface/Subsurface Reserve.

Modernization

Naval Air Reserve attack and fighter units have been equipped with combat-serviceable aircraft and modernization of the antisubmarine warfare units is in progress.

The influx of new equipment has caused problems in the facilities of the National Guard and Reserve. The construction program of the National Guard and Reserve generally is far short of requirements as a result of budget constraints and considerations of major force reorganizations over a period of years.

The Defense Department reports it will be necessary to review and test each proposed and approved project on the basis of its contribution to combat-readiness and to assign priorities to those improvements which promise the greatest return in strengthened mobilization capability.

Another problem in the facilities area is caused by the increasing competition for available land in and near the population centers from which the National Guard and Reserve must draw their membership.

Because of their unique civilian-soldier status, the members of the non-active duty components cannot be expected to travel excessive distances or to be absent from their means of livelihood for excessively frequent or extended periods of time. It is necessary, the Defense Department believes, to bring training to the National Guardsmen and Reservists rather than to take them to the training.

In order to attain the objective of producing genuine combat-readiness at local unit level, training sites must be provided within reasonable commuting distances at which monthly training can be conducted effectively. Local civilian authorities, as well as officials of other Federal agencies, must be convinced of the need to balance the requirements of national defense against other possible land use, the Defense Department said.

Total Force

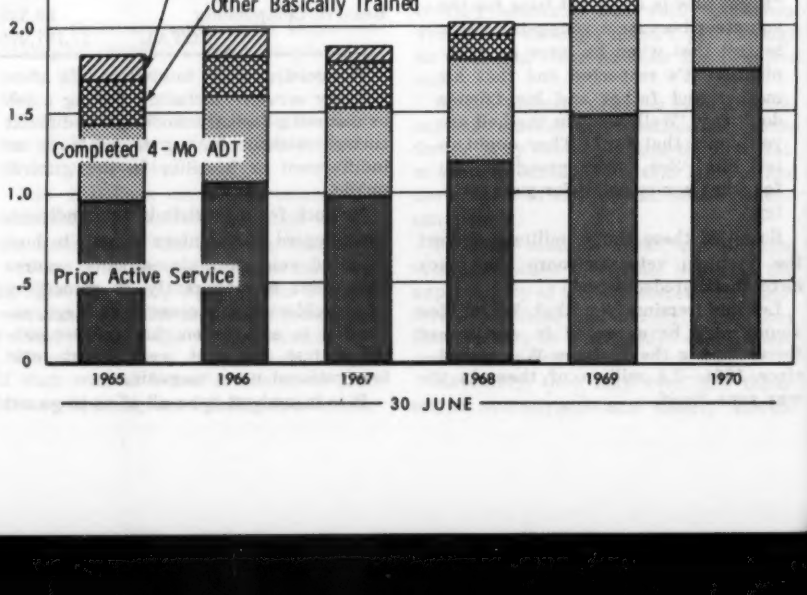
Defense planners see one danger area in which particular care must be taken as the move is made into revisions of the Total Force structure. It is the possible temporary loss of combat-readiness and permanent loss of trained personnel which can be occasioned by unit movements and deactivations.

"We have already noted strong indications of this type of disruption as a result of reorganizations in the Naval Air Reserve," the Defense report states.

Estimates of personnel losses through unit moves and inactivations in connection with this reorganization run into the thousands, the report says, adding, and it is doubtful that some of the new locations will provide a population base to offset the losses, even with intensive and costly recruiting and re-training efforts.

The Defense Department believes the existing trained resources of National Guardsmen and Reservists whose dedication and motivation has been tested and proved is the best guarantee that the readiness of the National Guard and Reserve can be maintained at high

READY RESERVES RESOURCES BY TRAINED STATUS
JUNE 30, 1965 - JUNE 30, 1970



levels as these components are given greater responsibility.

"From a readiness point of view," the report states, "we cannot afford to lose them now. Furthermore, actions which intentionally or inadvertently cause turbulence among our present National Guard and Reserve members are not conducive to the attraction of additional members in the future."

Examine Effectiveness

Continuing, the report says: "We must examine the effectiveness of our policy directives on the establishment and dis-establishment of units in local communities and make certain that force structure actions do not adversely affect the achievement of our ultimate objective—combat-readiness for mobilization.

"Decisions on the disposition of a number of Air Force C-119 units currently programmed for inactivation will be made with these factors in mind," the report states.

Turning to objectives, the near-term objectives which have been established for the coming year follow the pattern of the Defense Department's emphasis during Fiscal Year 1970. The priority concern is to strengthen combat-readiness and to prepare the National Guard and Reserve to be the primary and initial source of augmentation for the armed forces in the event of war or national emergency. They evolve from three basic considerations:

—The establishment and refining of policies which enhance the attainment of combat readiness.

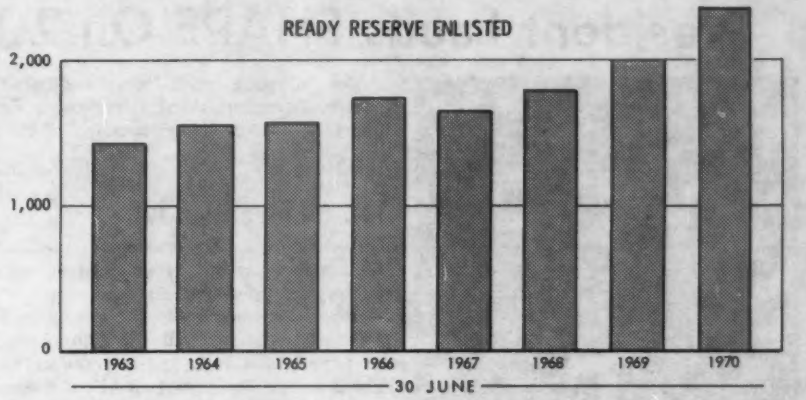
—The proper design of programs to implement the policies within each of the Services as well as at Department of Defense level.

—The assurance of adequate resources —personnel, funds, training, equipment and facilities—to carry out the programs effectively.

The Reserve Officer Training Corps program was given a thorough review by the report with the summary evaluation showing that during Fiscal Year 1970 more officers were produced through ROTC than any other pre-commissioning program.

The total for all Services—21,163 officers—was the highest production since the Korean Conflict, the report says.

But despite this high productivity, the ROTC programs have experienced a decline in student enrollments during the past two years. The reduction, from 212,417 enrollments to 155,946, was principally in the Freshman and Sophomore years, the report states, and stemmed largely from two causes:



A reduction in the number of compulsory ROTC units was a relatively minor cause, the report estimates, adding: "The major cause was the decision of many students to take a wait-and-see attitude based on the continuing withdrawal of U.S. forces from Vietnam, the draft lottery, and the prospects for an All-Volunteer Force.

The report states the Army and Navy should meet their production objectives in Fiscal Year 1971 and 1972. The Air Force anticipates almost no "short-fall" in production in Fiscal Year 1971, but its ROTC production objective for Fiscal Year 1972 appears to be 400 officers short.

Enrollments

In projecting the current Freshman and Sophomore enrollments through their production periods, all three Services anticipate a short-fall in production.

Turning to the incidence of growing anti-ROTC activities on some campuses around the country, the report says considerable damage was inflicted upon both Federal and college-owned property. During Fiscal Year 1970, the Services reported a total of 225 acts of violence directed at ROTC. The monetary loss to the Federal Government was approximately $155,000. Non-federal property damage, principally to college buildings which housed ROTC units, was estimated to be in excess of $1,125,000.

During Fiscal Year 1970, the number of schools announcing decisions to dis-establish ROTC units increased to a total of 24 since 1966. At 13 of the 24 institutions, the decision to terminate ROTC was made by the Military Departments in conjunction with the school authorities. These units were not major producers of officers and their enrollment trends showed no possibility for improvement.

Pressure of Faculty

In the case of 11 other institutions, the report continues, the decision to terminate ROTC was tantamount to expulsion by the school authorities under the pressure of faculty and student protest against the presence of ROTC on campus. Each of the Services reported sufficient numbers of schools on waiting lists for new units to offset the number of institutions dis-established.

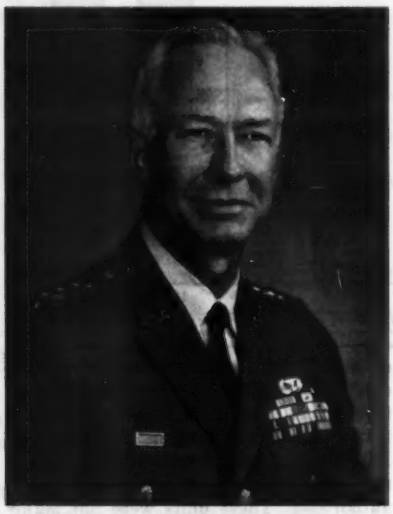
The evaluation of ROTC status concludes by stating that in September 1969, the "Report of the Special Committee on ROTC to the Secretary of Defense was distributed to each of the ROTC host institutions."

The report contained 21 recommendations designed to improve the image as well as the attractiveness of ROTC programs.

"This document was probably the most definitive work of its kind in the ROTC area," the report states, "and was well received by the academic community."

Based on the recommendations contained in the report, the Services jointly with OSD developed several common policies on ROTC. These policies, the report concludes, should answer most of the reasonable criticisms directed at ROTC by the academic community.

President Lauds SHAPE On 20th Anniversary



General Andrew J. Goodpaster
Supreme Allied Commander Europe
SHAPE, Belgium

The following letter from President Richard Nixon to General Andrew J. Goodpaster, Supreme Allied Commander Europe, was released by the SHAPE headquarters April 2 on the occasion of the 20th anniversary of SHAPE:

THE WHITE HOUSE
WASHINGTON March 25, 1971

Dead General Goodpaster:

On behalf of the Government of the United States, I take great pleasure and satisfaction in extending to you and your Command congratulations on the 20th Anniversary of Supreme Headquarters Allied Powers Europe and Allied Command Europe. The people of all the countries of our Alliance are grateful that, despite some of the most challenging problems and trying times Europe has ever known, we have been able to assure peace in that part of the world for over two decades. The Supreme Headquarters Allied Powers Europe and Allied Command Europe have been an essential part of that assurance.

On this occasion the United States is proud to have been called upon to provide a succession of distinguished and able military leaders to serve as the Supreme Commander of Allied Forces Europe, beginning with General Dwight David Eisenhower.

In carrying on the responsibilities which General Eisenhower and his Allied colleagues first shouldered, we wish you and your Alliance Command continued success in building and maintaining a credible and effective defense posture.

Sincerely,

/s/ Richard Nixon

NEW PHILOSOPHY

(Continued From Page Three)

examined a wide range of alternative structures and expect to announce changes in this plan in the near future. I believe that all of the actions that we have considered are consistent with the objectives of the Blue Ribbon Defense Panel although we expect that there may be significant differences in the details of the changes."

The Deputy Secretary of Defense then gave a brief summary of where the DOD's present position stands on the report:

"There were 113 recommendations. Forty-eight have been accepted and implemented. One of those recommendations accepted is contained in our request for authority to establish two additional Assistant Secretaries of Defense in the important functional areas of Telecommunications and Intelligence. On 33 more recommendations, I believe that the actions we have taken are completely consistent with the objectives of the [Blue Ribbon] Panel though we may differ on details and procedures. Only 11 of the recommendations have been rejected against 81 implemented. Twenty-one are still under consideration."

U.S. Army Names Mother Of POW As Its Consultant

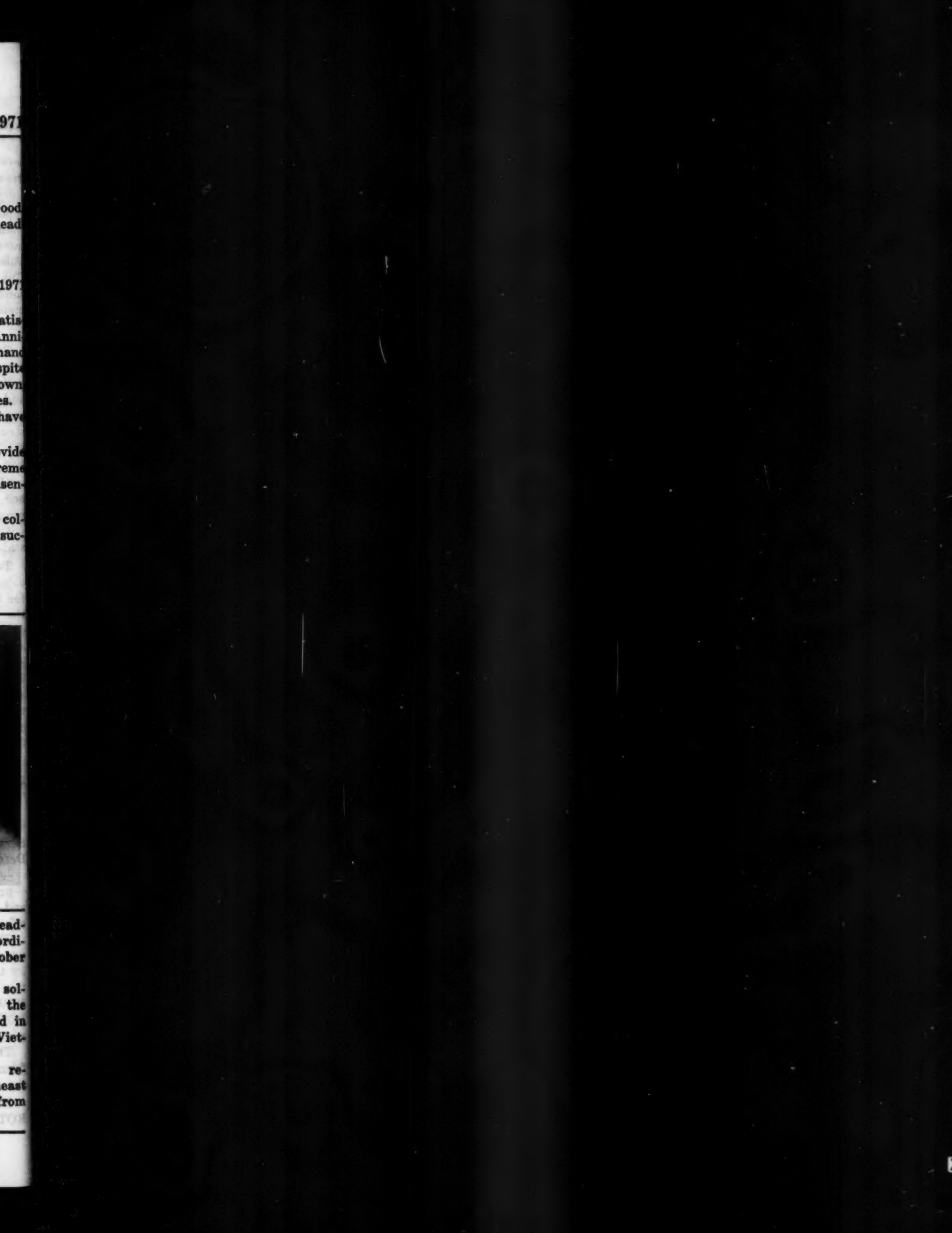
General William C. Westmoreland, U.S. Army Chief of Staff has announced the appointment of Mrs. Iris R. Powers as Consultant to the Army on behalf of the families of soldiers who are prisoners of war or missing in action in Southeast Asia. Her son, Chief Warrant Officer Lowell S. Powers, has been missing in South Vietnam since April 2, 1969.

Mrs Powers, a native of Arizona, will advise Gen. Westmoreland on ways the Army can best serve the families of soldiers captured or missing in Southeast Asia. She will travel throughout the United States visiting the more than 700 next of kin of soldiers listed as missing or prisoners. She will also visit major Army headquarters around the country making recommendations for better services to these families.

Mrs. Powers is a board member and past national coordinator of the National League of Families of American Prisoners and Missing in Southeast Asia. She came to Washington, D.C., in May 1970 to organize the National League's headquarters. She served as national coordinator with the League until October 1970.

Mrs. Powers

The U.S. Army currently lists 444 soldiers as missing or captured by the enemy in Southeast Asia being held in the malaria-ridden jungles of South Vietnam, Laos and Cambodia.

Of the more than 4,000 letters received from U.S. prisoners in Southeast Asia, only one has been received from a captured soldier.

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